



2017 Budget

City Manager's Recommendations

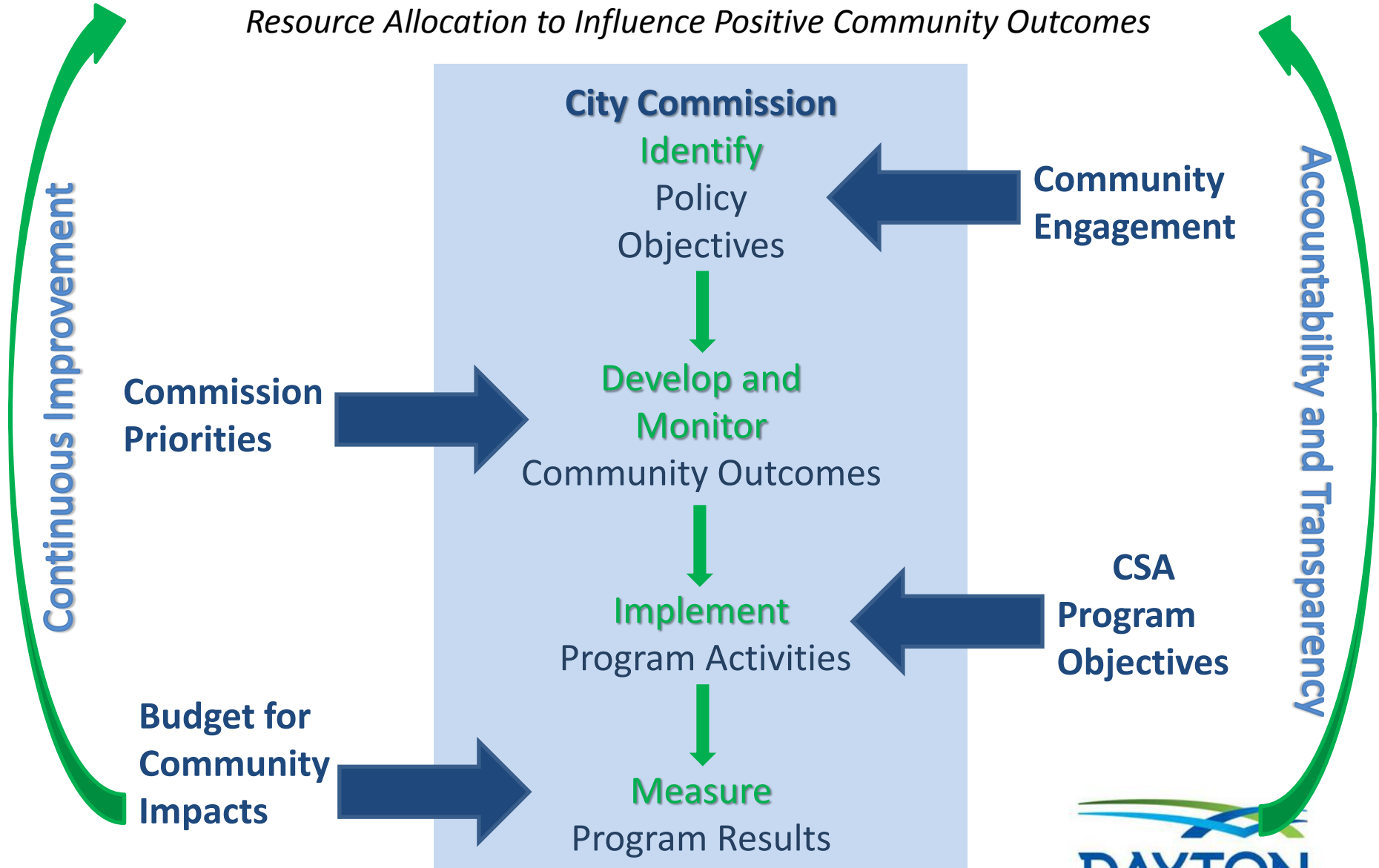
Corporate Services and Governance

December 14, 2016



City of Dayton Policy Budget

Resource Allocation to Influence Positive Community Outcomes



Community Service Areas

- ◆ Community Service Areas are comprised of a group of programs with an integrated mission to address a set of City Commission priorities
- ◆ CSAs are linked together to form the framework for the City's Policy Budget



Corporate Services and Governance

Policy Objective:

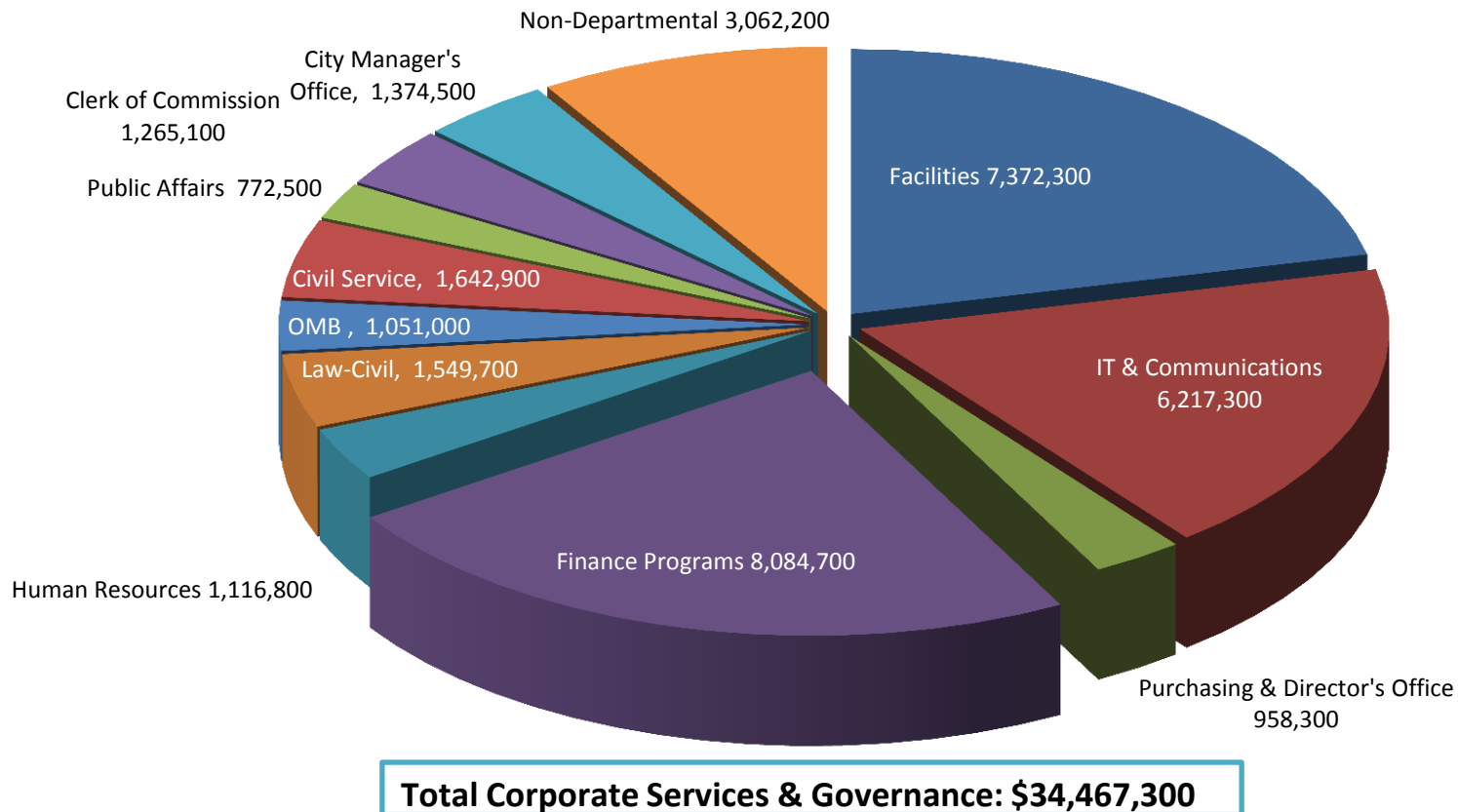
- Support and Facilitate the Provision of Quality City Services
- Ensure the efficient and effective use of taxpayer dollars in providing City Services while fostering a fair and just community.

Programs Areas

Recommended Allocations

Programs	2017 Budget
Facilities	7,372,300
IT & Communications	6,217,300
Purchasing & Director's Office	958,300
Finance Programs	8,084,700
Human Resources	1,116,800
Law-Civil	1,549,700
OMB	1,051,000
Civil Service	1,642,900
Public Affairs	772,500
Clerk of Commission	1,265,100
City Manager's Office	1,374,500
Non-Departmental	3,062,200
Total Corporate Services and Governance	\$ 34,467,300

Corporate Services and Governance



Corporate Services and Governance

Community Service Area by Fund

Programs	2017 Budget	General Fund	Water Fund	Investment Fund	Total
Finance- Utility Revenue	3,932,000		3,932,000		3,932,000
Finance- Tax and Accounting	3,047,300	3,047,300			3,047,300
Treasury Investments	1,105,400			1,105,400	1,105,400
Purchasing & CS Director	958,300	958,300			958,300
Information Technology	6,217,300	6,217,300			6,217,300
Facilities Management	7,372,300	7,372,300			7,372,300
Human Resources	1,116,800	1,116,800			1,116,800
Law-Civil	1,549,700	1,549,700			1,549,700
Management & Budget	1,051,000	1,051,000			1,051,000
Civil Service	1,642,900	1,642,900			1,642,900
Public Affairs	772,500	772,500			772,500
City Manager's Office	1,374,500	1,374,500			1,374,500
Clerk of Commission	1,265,100	1,265,100			1,265,100
Non-Departmental	3,062,200	3,062,200			3,062,200
Total Corporate Services & Governance	34,467,300	29,429,900	3,932,000	1,105,400	34,467,300

Corporate Services and Governance

City Commission Priorities



1. Provide Quality Services with Excellent Customer Service



2. Maintain Financial Stability



3. Encourage Employee Wellness



4. Encourage Employee Development



5. Improve Workforce Diversity

Corporate Services and Governance

City Commission Priorities (cont.)



6. Optimize Organizational Efficiency through use of Technology



7. Enhance IT Systems



8. Improve Condition of City Facilities



9. Ensure Clear Communication and Transparency



10. Maintain Accountability to the Public

Corporate Services and Governance

Community Outcome Metrics

- ◆ Community Outcome Metrics (COMs) measure the impact of City programs on a set of community indicators
- ◆ OMB is developing baseline Community Outcome Metrics (COM)
- ◆ A catalog of the COMs will be published in the first quarter of 2017

Community Outcome Metrics

Corporate Services and Governance

- ☑ Workforce Demographics
- ☑ % MBE/Local Participation
- ☑ City's Bond Rating
- ☑ Accountability and Transparency
- ☑ Support all Community Outcomes
- ☑ Percentage of Voter Turnout
- ☑ Community Interaction

Corporate Services and Governance

2017 Human Resources Program Area Budget/Results

Resource Allocation to Influence Positive Community Outcomes

Program Area	2016 Budget	2017 Budget	% Chg.	FTEs
Human Resources	\$1,106,600	\$1,116,800	1%	*11
Total	\$1,106,600	\$1,116,800	1%	11

*Moved Sr. HR Analyst from Worker's Compensation to General Fund

1. Create and Implement an Eighteen (18) Month Program Improving Hiring of Employees with an Emphasis on Customer Service, and Assist Departments with the Future Selection of Qualified Employees

- **2016 Results:** Created and implemented employee training program.
- **2017 Route to Results:** Finalize employee training program and hiring process by March 31, 2017.

2. Improve Mid-Term Bargaining and Finalize Outstanding Contract Issues with the City's Union Partners

- **2016 Results:** City negotiated a revised pay band for the Building Trades union; the City and IAFF could not reach agreement on EMT pay.
- **2017 Route to Results:** Negotiate successor contracts with FOP, DPSU, and BT during 2017.



Corporate Services and Governance

Resource Allocation to Influence Positive Community Outcomes

3. Conduct an External Market Survey of Pay and Salary Bands to Validate the New Pay Plan

- **2016 Results:** External market survey was completed, and the City administration made changes to the City's salary bands to comply with survey results.

4. Perform Clinic RFP, Select Clinic Vendor and Open City Health Clinic

- **2016 Results:** HR worked with Healthstat to open The D.O.C. on November 28, 2016; formal grand opening was December 12, 2016.
- **2017 Route to Results:** Promote use of the clinic sufficient to meet 18-month ROI number.

5. Perform Electronic Insurance Benefits Vendor RFP, Select Vendor, and Commence Electronic Open Enrollment and ACA Compliance in 2017

- **2016 Results:** RFP completed and eBenefits was selected as the City's electronic open enrollment vendor.
- **2017 Route to Results:** HR will continue to work with eBenefits and IT to finalize ACA compliance and electronic open enrollment for 2018 benefit plan year.



Corporate Services and Governance

2017 Civil Service Program Area Budget/Results

Resource Allocation to Influence Positive Community Outcomes

Program Area	2016 Budget	2017 Budget	% Chg.	FTEs
Civil Service	\$1,352,200	\$1,642,900	21.5%	*10
Total	\$1,352,200	\$ 1,642,900	21.5%	10

*Does not include 2 part-time employees and the Civil Service Board.

1. Increase Awareness of Public Sector Employment with the City of Dayton in an Attempt to Enhance a Diverse Workforce

- **2016 Results:** Hiring stats for 3rd Quarter – 63% White; 37% African-American; 67% Male and 33% Female. As compared to Dayton’s demographics according to the American Community Survey of 51% White and 45% African-American.
- **2017 Route to Results:** Collaborate with Human Resources and the hiring departments to increase the number of diverse noncompetitive City of Dayton employees to be more reflective of community demographics.

2. Collaborate with Human Resources to Identify Qualified Applicants with an Emphasis on Hiring Customer Service Oriented Personnel

- **2016 Results:** 15% completed. PRIME Tech has initiated their assessment and will have their final report and recommendations by the end of the year.
- **2017 Route to Results:** Finalize our assessment; initiate proposals; implement new testing and assessment process.



Corporate Services and Governance

2017 Civil Service Program Area Results

Resource Allocation to Influence Positive Community Outcomes

3. Improve Personnel Record Retention

- **2016 Results:** 30% scanning completed.
- **2017 Route to Results:** 90% completed by December 31, 2017.



4. Increase an Organizational-Wide Exposure through Social Media of Job Postings

- **2016 Results:** Posting for 3rd Quarter resulted in 14,679 views, 663 applicants; resulting in 318 eligible referrals. 75% of applicants identified through social media.
- **2017 Route to Results:** Explore the consolidation of advertising between Civil Service and Departments to increase the exposure of available job postings.



Corporate Services and Governance

2017 Finance Program Area Budget/Results

Resource Allocation to Influence Positive Community Outcomes

Program Area	2016 Budget	2017 Budget	% Chg.	FTEs
Tax and Accounting	\$3,033,800	\$3,047,300	0.4%	*26
Utility Revenue	\$3,881,400	\$3,932,000	1.3%	35
Treasury and Investment**	\$1,032,300	\$1,105,400	10.2%	2
Total	\$7,947,500	\$8,084,700	1.7%	63

*Reduced Temporary staffing contract and added Financial Analyst I position.
 **Revenue comes from Investment Earning Proceeds, which is anticipated to be up 10.7%.

1. Provide Quality Customer Service for Utility Customers

- **2016 Results:** Average call wait time 39 seconds, a 92% service level; held Landlord Roundtable in October and introduced the concept of Customer Registration program.
- **2017 Route to Results:** Continue to manage staffing and research best practices in customer call center management and benchmarks. Host a 2nd Landlord Roundtable with other City Agencies. Present Customer Registration Program for utility customers and implementation strategy.



2. Ensure Major Access Points for Customer Contact with Finance Multi-Lingual

- **2016 Results:** Through 3rd qtr. 2016, 806 calls received.
- **2017 Route to Results:** Increase the goal to 300 quarterly.



Corporate Services and Governance

2017 Finance Program Area Results

3. Provide Reliable, Current and Customer Friendly Systems to Manage Financial and Account Functions

- **2016 Results:** Mobile App available to utility customers in 11/2015; increased residential account users on the IVR by 1.4%; achieved a 35% increase in residential account users on paydaytonwater.com; 4% of payments made on website were made using the recurring payment option.
- **2017 Route to Results:** Pursue the use of retail payment centers and aggressively market the recurring payment option on website. Continue to encourage the use of the website by property owners and tenants for payment and account management.



4. Employ Customer-Friendly Collectors, Yet Aggressively Collect and Process Cash Payments

- **2016 Results:** Delinquent tax collected = \$535,762 through 3rd quarter. Slightly behind schedule to meet objective of \$800,000 due to being down staff.
- **2017 Route to Results:** Added temporary collectors and reworked A/R staffing to also assist in delinquent tax collections. Continue to use Collection Agency to pursue large accounts. Two new positions, Senior Tax Auditors will work proactively with business accounts to ensure greater compliance. The target for delinquent income tax for 2017 will remain \$800,000 or greater annually.



Corporate Services and Governance

2017 Finance Program Area Results

Resource Allocation to Influence Positive Community Outcomes

5. Effectively Manage the Annual Audit and CAFR Process

- **2016 Results:** New Measure for 2017; but the objective was met in 2016.
- **2017 Route to Results:** Work with State Auditor's office to develop and execute plan to complete audit by May, so that CAFR is completed by the end of June. Work cooperatively with Departments and through the Internal Audit program to ensure no audit findings for 2016 and 2017.

6. Manage the Debt Issuance Process and Administration in Order to Maintain or Improve the City's Bond Rating

- **2016 Results:** Maintained Moody's, S&P, and Fitch positive rating for GO, Special Revenue, and Revenue Debt.
- **2017 Route to Results:** Adopt New Debt Policy, Develop and Implement Debt Management Program.

Credit Ratings Scale



Sortable Table Key	Moody's	Fitch	S&P
Highest grade credit	Aaa	AAA	AAA
Very high grade credit	Aa1, Aa2, Aa3	AA+, AA, AA-	AA+, AA, AA-
High grade credit	A1, A2, A3	A+, A, A-	A+, A, A-
Good credit grade	Baa1, Baa2, Baa3, Baa4	BBB+, BBB, BBB-	BBB+, BBB, BBB-
Speculative grade credit	Ba1, Ba2, Ba3	BB+, BB, BB-	BB+, BB, BB-
Very speculative credit	B1, B2, B3	B+, B, B-	B+, B, B-
Substantial risks - In default	Caa1, Caa2, Caa3, Ca	CCC, CC, C, RD, D	CCC+, CCC, CCC-, CC, C, D

Corporate Services and Governance

2017 Central Services Program Area Budget/Results

Resource Allocation to Influence Positive Community Outcomes

Program Area	2016 Budget	2017 Budget	% Chg.	FTEs
Purchasing & Admin	\$814,300	\$958,300	17.6%	*10
Facilities Management	\$7,134,300	\$7,372,300	3.3%	**33
I.T. & Communications	\$6,952,100	\$6,217,000	-10.56%	31
Total	\$14,900,700	\$14,547,900	-2.36%	74

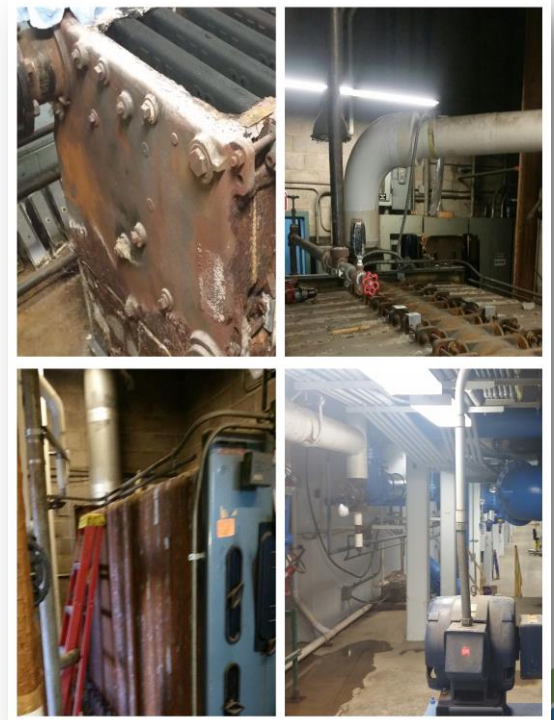
*Purchasing Agent Position to be filled. **Includes 20 part-time Building Attendants.

1. Provide Quality Service to Maintain Operational Facilities for Employees and Citizens

- **2016 Results:** Created single points of contact for customers; initiated daily huddles; practice of 'rounding' with front line staff.
- **2017 Route to Results:** Expand formal rounding to include departmental representatives; establish service level agreements with our customers; assess and prioritize daily service requests and open work orders.

2. Maintain Facility Cleanliness

- **2016 Results:** Improved interviewing and selection process of Building Attendants.
- **2017 Route to Results:** Perform routine quality inspection to insure work is in compliance with standards.



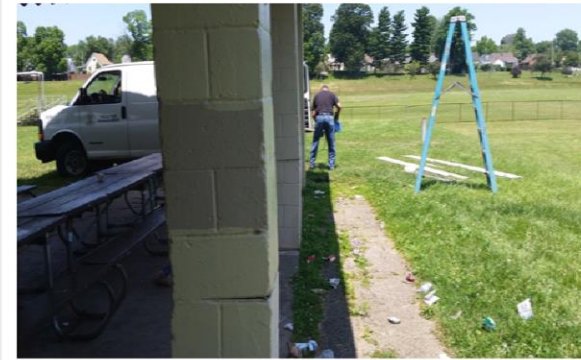
Corporate Services and Governance

2017 Central Services Program Area Results

Resource Allocation to Influence Positive Community Outcomes

3. Optimize Operational Efficiency

- **2016 Results:** Instituted work order response time standards.
- **2017 Route to Results:** Establish comprehensive preventive maintenance program; minimize over-time costs.



4. Implement Approved Capital Improvements

- **2016 Results:** Performed Facilities Assessment; solicited, evaluated and recommended bid award for design of Safety Building HVAC.
- **2017 Route to Results:** Utilizing FCA and Capital Forecast application, prioritize and perform 100% of approved building improvement capital projects on time and within budget.

Corporate Services and Governance

2017 Central Services Program Area Results

Resource Allocation to Influence Positive Community Outcomes

5. Upgrade/Replace Non-Supported Computer Software & Hardware

- **2016 Results:** Successfully upgraded or replaced 5 systems, notably Banner and Commvault. Nearing completion of the 18 month Accela project.
- **2017 Route to Results:** Upgrade Faster Fleet Management Software; pilot big data concepts.

6. Expand Fiber & Wireless Network Connectivity to City Facilities

- **2016 Results:** Expanded fiber optic network cable to City facilities. Implemented WiFi in City Hall and the Fire Training Center.
- **2017 Route to Results:** Continue to replace leased fiber optic lines with City owned. Install WiFi in other City owned facilities.



Corporate Services and Governance

2017 Central Services Program Area Results

Resource Allocation to Influence Positive Community Outcomes

7. Implemented Unified Communication Features on VoIP System

- **2016 Results:** Successfully tested voicemail to email capabilities.
- **2017 Route to Results:** Deploy voicemail to email capabilities City-wide. Implement audio, web, video collaboration services.

8. Streamline RFP Process and Improve Overall Procurement Cycle Times

- **2016 Results:** Collaborated with all City agencies through “RFP Roundtable.” Average Requisition-to-Purchase Order (R2PO) cycle time was 50% better than initial target (60 day target, actual averaged 32 days).
- **2017 Route to Results:** Revise process to better empower City agencies with adequate and appropriate policy and procedural oversight; Revised 2017 average R2PO target to 30 days, or less.

9. Increase PEP Participation

- **2016 Results:** First year of reporting local spend as percent of total spend tracking between 8-9% (\$7,531,673 by the end of 3rd Quarter), which serves as basis for future years’ goal setting.
- **2017 Route to Results:** Revised objective to establish (first time) goal for local spend at 10% of total spend.



Corporate Services and Governance

2017 Law-Civil Division Program Area Budget/Results

Resource Allocation to Influence Positive Community Outcomes

Program Area	2016 Budget	2017 Budget	% Chg.	FTEs
Law/Civil Division	\$1,278,100	\$1,549,700	21.3%	10
Total	\$1,278,100	\$1,549,700	21.3%	10

1. Support the City of Dayton Department of Building Services by Continuously and Consistently Enforcing the City's Housing and Zoning Codes

- **2016 Results:** Maintained 100% abatement rate.
- **2017 Route to Results:** Continue to maintain 100% abatement rate.



2. Ensure Transparency in the Efficient and Effective use of Taxpayer Dollars as it Relates to City of Dayton Moral Obligation Claim Process

- **2016 Results:** 100% claims processed in 6-8 weeks.
- **2017 Route to Results:** Maintain review process for granted claims and requested re-evaluation of denied claims. Continue to maintain 100%.

Corporate Services and Governance

2017 Public Affairs Program Area Budget/Results

Resource Allocation to Influence Positive Community Outcomes

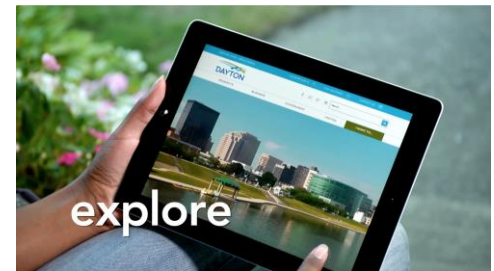
Program Area	2016 Budget	2017 Budget	% Chg.	FTEs
Office of Public Affairs	\$733,100	\$772,500	5.4%	7
Total	\$733,100	\$772,500	5.4%	7

1. Maintain Timely Response for Record Requests

- **2016 Results:** Reduced overall record request by 7% compared to 2015.
- **2017 Route to Results:** Continue to actively promote Dayton Open Data and daytonohio.gov as a source for routine city information.

2. Provide One-Stop Communication Hub

- **2016 Results:** Launched new City website September 2016.
- **2017 Route to Results:** Continue to use analytics and the latest city survey to ensure the website is easy to navigate and search. Launch additional module to further engage residents online.



Corporate Services and Governance

2017 Public Affairs Program Area Results

Resource Allocation to Influence Positive Community Outcomes

3. Communicate City Policies, Initiatives, and Other Information to General Public

- **2016 Results:** Yielded over 50 earned media hits through 3rd quarter.
- **2017 Route to Results:** Continue current practice of informing the public by leveraging relationships with the local media and providing content through press releases, access channel, monthly newspaper page, podcast and news show.

4. Keep Citizens Informed about Priorities and Initiatives

- **2016 Results:** Grew our followers/fans on social media by 10% through Quarter 3.
- **2017 Route to Results:** Continue to provide a forum for citizens to ask questions and get timely information about City initiatives. Printed newsletter will be mailed to residents beginning in 2017.



Corporate Services and Governance

2017 Management and Budget Program Area

Budget/Results

Resource Allocation to Influence Positive Community Outcomes

Program Area	2016 Budget	2017 Budget	% Chg.	FTEs
OMB	\$991,500	\$1,051,000	6.0%	9
Non-Departmental	\$2,597,600	\$3,062,200	17.9%	0
Total	\$3,589,100	\$4,113,200	14.6%	9

1. Provide Excellent Customer Service through Responsible Financial Stewardship of Public Resources

- **2016 Results:** Developed long-term Financial Forecast. Completed quarterly performance report within 40 days of calendar close. Completed 2016 Dayton Survey. Monitored and reported monthly on City Financials.
- **2017 Route to Results:** Respond to requests, both routine and extraordinary in a timely manner that clearly explains processes. New target is to provide an initial response within 48 hours and to completely resolve requests within 10 business days.

Corporate Services and Governance

2017 Management and Budget Program Area Results

Resource Allocation to Influence Positive Community Outcomes

2. Enhance Transparency through Increased Awareness of and Accessibility to the City's Financial Information

- **2016 Results:** Uploaded budget data monthly to Dayton Open Data. 9/12 uploads completed by the end of 3rd Quarter. Completed the upload of non-operating and capital funds in July.
- **2017 Route to Results:** Increase hits to Dayton Open Data through marketing, education and outreach.

3. Help Improve Performance of all City Programs by Providing Objective, Fact Based Research and Analysis

- **2016 Results:** New objective for 2017.
- **2017 Route to Results:** Research, Investigate and analyze financial and management practices of City programs. OMB's target is to be cost neutral. One dollar saved through implementation of recommendations for every dollar spent on OMB personnel expenses.



Corporate Services and Governance

2017 Management and Budget Program Area Results

Resource Allocation to Influence Positive Community Outcomes

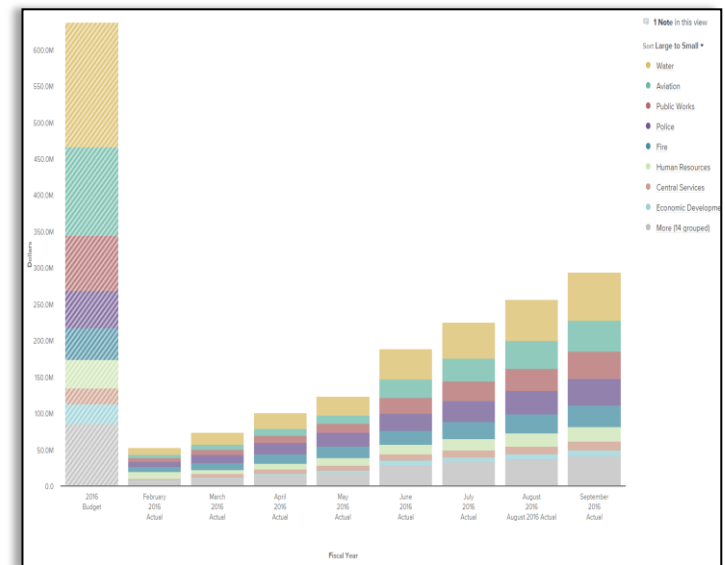
4. Ensure the City's Established Policies and Procedures are Met and Government Accounting Standards are Followed

- **2016 Results:** Target was to implement 75% of internal audit recommendations per year. As of 3rd quarter, 47.8% of findings were implemented (11 out of 23 findings, with 3 in progress).
- **2017 Route to Results:** Continue conducting scheduled audits and as needed audits. Reset target to >60%.

5. Maintain a Budget to Actual Variance that is Consistent with a Stable or Increased General Obligation Bond Rating

- **2016 Results:** 3.7% favorable budget to actual variance. The target was 0% to 3% favorable budget to actual variance.
- **2017 Route to Results:** Monitor, balance and analyze budget throughout the year. Implement strategies to lower variances. In 2017, plan to report legal compliance on annual basis. Target is between 0% and 3% favorable budget to actual variance.

Dayton Open Data



Corporate Services and Governance

Community Service Area Collaboration

- Payment Card Industry Security Compliance Standards, a collaboration between Finance, IT and all Departments that accept credit card payments.
- Human Resources & Law are working on a comprehensive update to City Policies.
- Civil Service is collaborating with all Departments to explore centralizing online job postings.
- Finance, OMB and Central Services are collaborating on the Asset Management Program.
- Housing Abatement Rate, a collaboration between Law, Housing Inspection, Building Inspection, and Zoning Administration.

Corporate Services and Governance

Estimated Revenues and Budget

Human Resources			
Estimated Revenue	2016	2017	% chg
General Fund	1,106,600	1,116,800	1%
Total Revenue	1,106,600	1,116,800	1%
Expenditure Budget			
Personnel	933,500	985,800	6%
Other Professional Services	106,000	78,900	-26%
Travel and Training	20,000	15,000	-25%
All Others	47,100	37,100	-21%
Contracts & Materials	173,100	131,000	-24%
Capital		-	0%
Total Expenditure Budget	1,106,600	1,116,800	1%

Civil Service			
Estimated Revenue	2016	2017	% chg
General Fund	1,352,200	1,642,900	21%
Total Revenue	1,352,200	1,642,900	21%
Expenditure Budget			
Personnel	1,128,600	1,210,900	7%
Other Professional Services	128,500	154,900	21%
Computer Maintenance	45,500	40,000	-12%
All Others	49,600	55,100	11%
Contracts & Materials	223,600	250,000	12%
Capital		182,000	100%
Total Expenditure Budget	1,352,200	1,642,900	21%

Corporate Services and Governance

Estimated Revenues and Budget

Information Technology & Communication			
Estimated Revenue	2016	2017	% chg
General Fund	6,952,100	6,217,300	-11%
Total Revenue	6,952,100	6,217,300	-11%
Expenditure Budget			
Personnel	3,076,300	3,184,000	3.5%
Telephone	599,500	526,500	-12.2%
Other Professional Services	871,400	887,100	1.8%
Maintenance Agreements	1,201,400	1,130,900	-5.9%
All Others	203,500	176,800	-13.1%
Contracts & Materials	2,875,800	2,721,300	-5.4%
Capital	1,000,000	312,000	-68.8%
Total Expenditure Budget	6,952,100	6,217,300	-11%

Purchasing & Administration			
Estimated Revenue	2016	2017	% chg
General Fund	814,300	958,300	18%
Total Revenue	814,300	958,300	18%
Expenditure Budget			
Personnel	783,300	929,000	19%
Travel, Training & Counseling	11,000	8,000	-27%
All Others	20,000	21,300	6%
Contracts & Materials	31,000	29,300	-5%
Capital			
Total Expenditure Budget	814,300	958,300	18%

Facilities Management			
Estimated Revenue	2016	2017	% chg
General Fund	7,134,300	7,372,300	3%
Total Revenue	7,134,300	7,372,300	3%
Expenditure Budget			
Personnel	1,866,400	1,907,613	2%
Land & Building Rentals	1,267,700	1,029,000	-19%
Management Contracts	222,000	680,000	206%
Other Maintenance of Facilities	410,800	330,100	-20%
Real Estate Taxes	1,525,500	1,579,644	4%
Plumber's Charges	220,000	215,000	-2%
All Others	535,400	502,300	-6%
Contracts & Materials	4,181,400	4,336,044	4%
Electric	742,500	741,864	0%
Natural Gas	228,000	231,434	2%
Water	116,000	120,351	4%
Utilities	1,086,500	1,093,649	1%
Capital	-	35,000	
Total Expenditure Budget	7,134,300	7,372,300	3%

Corporate Services and Governance

Estimated Revenues and Budget

Utility Revenue Collection			
Estimated Revenue	2016	2017	% chg
Water Fund	3,881,400	3,932,000	
Total Revenue	3,881,400	3,932,000	1%
Expenditure Budget			
Personnel	2,631,400	2,718,100	3.3%
Other Professional Services	680,500	637,000	-6.4%
Indirect Cost Allocation	321,500	327,900	2.0%
All Others	248,000	223,900	-9.7%
Contracts & Materials	1,250,000	1,188,800	-4.9%
Capital	-	25,100	
Total Expenditure Budget	3,881,400	3,932,000	1%

Finance-Tax & Accounting			
Estimated Revenue	2016	2017	% chg
General Fund	2,404,300	2,492,500	4%
Total Revenue	3,033,800	3,047,300	0%
Expenditure Budget			
Personnel	2,041,900	2,176,900	7%
Other Professional Services	784,900	671,400	-9%
Auditing Services	81,000	85,600	6%
All Others	126,000	113,400	-10%
Contracts & Materials	991,900	870,400	-12%
Capital	-	-	
Total Expenditure Budget	3,033,800	3,047,300	0%

Treasury Investments			
Estimated Revenue	2016	2017	% chg
Treasury Investments	2,360,000	2,600,000	10%
Total Revenue	2,360,000	2,600,000	10%
Expenditure Budget			
Personnel	172,000	184,100	7.0%
Management Contracts	854,000	915,000	7.1%
All Others	6,300	6,300	0.0%
Contracts & Materials	860,300	921,300	7.1%
Capital	-		
Total Expenditure Budget	1,032,300	1,105,400	7%
Proceeds for Distribution	1,327,700	1,494,600	13%

Corporate Services and Governance

Estimated Revenues and Budget

Law-Civil Division			
Estimated Revenue	2016	2017	% chg
General Fund	1,278,200	1,549,700	21%
Total Revenue	1,278,200	1,549,700	21%
Expenditure Budget			
Personnel	894,000	1,096,300	22.6%
Travel and Training	47,500	47,500	0.0%
Legal Services	262,800	332,000	26.3%
All Others	73,900	73,900	0.0%
Contracts & Materials	384,200	453,400	18.0%
Capital			
Total Expenditure Budget	1,278,200	1,549,700	21%

Public Affairs			
Estimated Revenue	2016	2017	% chg
General Fund	733,100	772,500	5%
Total Revenue	733,100	772,500	5%
Expenditure Budget			
Personnel	616,800	641,900	4%
Other Professional Services	34,900	37,400	7%
Marketing Promotional Ads	7,000	55,700	696%
Others	24,400	37,500	54%
Contracts & Materials	66,300	130,600	97%
Capital	50,000	-	-100%
Total Expenditure Budget	733,100	772,500	5%

Office of Management & Budget			
Estimated Revenue	2016	2017	% chg
General Fund	991,500	1,051,000	6%
Total Revenue	991,500	1,051,000	6%
Expenditure Budget			
Personnel	882,700	918,000	4.0%
Other Professional Services	84,300	106,500	26.3%
All Others	24,500	26,500	8.2%
Contracts & Materials	108,800	133,000	22.2%
Capital	-	-	
Total Expenditure Budget	991,500	1,051,000	6%

Corporate Services and Governance

Highlights

- Successful opening of the D.O.C on November 28th.
- Completion of public and employee WiFi Access and related policies in City Hall and the Fire Training Center.
- Dayton Open Data expanded to all City Budgets.
- Finance expanded payment options with a mobile app and has increased usage of paydaytonwater.com.
- Public Affairs launched the City's new website and branding.
- Facilities Management completed an assessment of all City Facilities.

Fleet Management

Internal Service Funds Revenue and Expenses

2016 Estimate and 2017 Budget

Fleet Management	2016 Estimate	2017 Budget	% Chg.
Beginning Cash Balance	\$ 656,700	\$ 896,800	36.6%
Revenue	\$ 7,697,700	\$ 7,801,700	1.4%
Personnel Costs	\$ 2,688,900	\$ 3,082,300	14.6%
Other Equipment Maintenance	432,800	580,000	34.0%
Inventory	2,071,100	2,000,000	-3.4%
Gasoline and Diesel Fuel	2,066,600	2,000,000	-3.2%
Other Expenses	198,200	159,300	-19.6%
Contracts and Materials	\$ 4,768,700	\$ 4,739,300	-0.6%
Total Expenses	\$ 7,457,600	\$ 7,821,600	4.9%
Revenue over Expenses	\$ 240,100	\$ (19,900)	-108.3%
Ending Cash Balance	\$ 896,800	\$ 876,900	-2.2%

1. Revenue is expected to exceed expenses by \$240,100 in 2016.
2. Year-end cash balance is expected to increase to \$896,800, partially due to one-time revenue.
3. Revenue in 2017 is anticipated to grow 1.4%.
4. Expenses are planned to climb 4.9% due to a new parts clerk position and a full year's salary for garage supervisor.
5. We plan to end 2017 with a slightly lower year-end cash balance.

- Improve Management of Inventory
- Complete Repairs in Timely Manner
- Enhance Mechanics' Productivity

Healthcare Self Insurance

Internal Service Funds Revenue and Expenses

2016 Estimate and 2017 Budget

Healthcare Self Insurance	2016 Estimate	2017 Budget	% Chg.
Beginning Cash Balance	\$ 6,402,600	\$ 6,627,500	3.5%
Revenue	\$ 22,262,300	\$ 23,597,400	6.0%
Personnel Costs	\$ 329,400	\$ 405,300	23.0%
Professional Services	377,100	301,500	-20.0%
Insurance Claims	20,932,900	22,705,100	8.5%
Clinic Claims	207,400	1,000,000	382.2%
Other Expenses	190,600	330,000	73.1%
Contracts and Materials	\$ 21,708,000	\$ 24,336,600	12.1%
Total Expenses	\$ 22,037,400	\$ 24,741,900	12.3%
Revenue over Expenses	\$ 224,900	\$ (1,144,500)	-608.9%
Ending Cash Balance	\$ 6,627,500	\$ 5,483,000	-17.3%

1. Revenue is expected to exceed expenses by \$224,900 in 2016.
2. Year-end cash balance is expected to increase slightly to \$6.6 million.
3. Revenue in 2017 is anticipated to grow 6.0% due to a planned 12.5% rate increase that was implemented on Oct. 1st.
4. Expenses are anticipated to climb 12.1%
5. The 2017 budget projects a lower year-end cash balance of \$5.5 million, but still almost 1.5x the \$3.8 million actuary reserve requirement for 2015.

- Encourage Employees to Utilize the D.O.C. and Monitor Capture Rate
- Maximize Return on Investment of Clinic and Wellness Program

Workers Compensation

Internal Service Funds Revenue and Expenses

2016 Estimate and 2017 Budget

Workers Compensation	2016 Estimate	2017 Budget	% Chg.
Beginning Cash Balance	\$ 17,206,800	\$ 17,450,400	1.4%
Revenue	\$ 5,284,100	\$ 4,751,300	-10.1%
Personnel Costs	\$ 722,700	\$ 628,000	-13.1%
Professional Services	165,300	333,300	101.6%
Consulting Services	99,000	200,000	102.0%
Claims	3,913,900	3,900,000	-0.4%
Other Expenses	139,600	153,000	9.6%
Contracts and Materials	\$ 4,317,800	\$ 4,586,300	6.2%
Total Expenses	\$ 5,040,500	\$ 5,214,300	3.4%
Revenue over Expenses	\$ 243,600	\$ (463,000)	-290.1%
Ending Cash Balance	\$ 17,450,400	\$ 16,987,400	-2.7%

1. Revenue is expected to exceed expenses by \$243,600 in 2016.
2. Year-end cash balance is expected to increase to \$17.5 million.
3. Revenue in 2017 is anticipated to decline 10% due to a reduction in the transfer rate from 4.15% to 3.75%.
4. Expenses are anticipated to climb 3.4%, despite a reduction in personnel costs, as a result of higher professional and consulting services.
5. The 2017 budget projects a 2.7% reduction to the year-end cash balance of \$17.0 million.

- Aggressively Work with Departments to Continue to Control Workers Compensation Claims and Costs

Fire Fleet Maintenance

Internal Service Funds Revenue and Expenses

2016 Estimate and 2017 Budget

Fire Fleet Maintenance	2016 Estimate	2017 Budget	% Chg.
Beginning Cash Balance	\$ 294,500	\$ 182,400	-38.1%
Revenue	\$ 1,200,200	\$ 1,424,000	18.6%
Personnel Costs	\$ 740,500	\$ 787,200	6.3%
Other Equipment Maintenance	85,900	90,000	4.8%
Supplies and Materials	319,000	340,000	6.6%
Other Expenses	54,000	80,000	48.1%
Contracts and Materials	\$ 458,900	\$ 510,000	11.1%
Debt Service	\$ 112,900	\$ 117,700	4.3%
Total Expenses	\$ 1,312,300	\$ 1,414,900	7.8%
Revenue over Expenses	\$ (112,100)	\$ 9,100	-108.1%
Ending Cash Balance	\$ 182,400	\$ 191,500	5.0%

1. Expenses are expected to exceed revenue by \$112,100 in 2016.
2. Year-end cash balance is expected to drop to \$182,400.
3. Revenue in 2017 is anticipated to grow 19% on an increase in billable hours.
4. Expenses are anticipated to climb as well by 7.8%.
5. The 2017 budget projects a year-end cash balance of \$191,500.
6. Debt service will be paid off in 2019.

- Provide Excellent Customer Service to Outside Jurisdictions and to DFD
- Increase Revenues over Expenditures

Document Management

Internal Service Funds Revenue and Expenses

2016 Estimate and 2017 Budget

Document Management	2016 Estimate	2017 Budget	% Chg.
Beginning Cash Balance	\$ 176,700	\$ 201,300	13.9%
Revenue	\$ 506,700	\$ 543,600	7.3%
Personnel Costs	\$ 128,300	\$ 168,700	31.5%
Tool and Special Equipment Rental	259,400	280,000	7.9%
Inventory	41,500	50,000	20.5%
Other Expenses	52,900	44,900	-15.1%
Contracts and Materials	\$ 353,800	\$ 374,900	6.0%
Total Expenses	\$ 482,100	\$ 543,600	12.8%
Revenue over Expenses	\$ 24,600	\$0	-100.0%
Ending Cash Balance	\$ 201,300	\$ 201,300	0.0%

1. Revenue is expected to exceed expenses by \$24,600 in 2016.
2. Year-end cash balance is expected to grow to \$201,300.
3. Revenue in 2017 is anticipated to grow 7.3% as a result of new brand.
4. Expenses are anticipated to climb 12.8% due to additional demand.
5. The 2017 budget projects a year-end cash balance of \$201,300.

- Meet Demand of City Clients and Provide Excellent Customer Service
- Undertake Xerox Study for Document Management and All City Copy and Print Machines

Plumbing Shop

Internal Service Funds Revenue and Expenses

2016 Estimate and 2017 Budget

Plumbing Shop	2016 Estimate	2017 Budget	% Chg.
Beginning Cash Balance	\$ 538,100	\$ 424,800	-21.1%
Revenue	\$ 568,200	\$ 653,700	15.0%
Personnel Costs	\$ 381,500	\$ 384,700	0.8%
Supplies and Materials	219,500	250,000	13.9%
Other Expenses	13,300	19,000	42.9%
Contracts and Materials	\$ 232,800	\$ 269,000	15.5%
Capital Equipment	\$ 67,200	\$0	-100.0%
Total Expenses	\$ 681,500	\$ 653,700	-4.1%
Revenue over Expenses	\$ (113,300)	\$0	-100.0%
Ending Cash Balance	\$ 424,800	\$ 424,800	0.0%

1. Expenses are expected to exceed revenue by \$113,300 in 2016.
2. Year-end cash balance is expected to fall to \$424,800.
3. Revenue in 2017 is anticipated to grow 15%.
4. Expenses are anticipated to decrease 4.1% as 2016 includes the purchase of a new vehicle.
5. The 2017 budget projects a year-end cash balance of \$424,800, unchanged from 2016.

- Continue to Increase Capacity to Serve All Departments
- Replace Obsolete Systems with more Efficient Systems

2017 Budget Wrap-Up

- Our next step is to present the 2017 Budget Resolution for your consideration at the December 28, 2016 City Commission Meeting.
- The Resolution will include \$11 million in funding for Opportunity for All Dayton – Your Dollars, Your Neighborhood!